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Are Examinations the Path to Professional Status?

By Hal D. Steward✦

IN July 1957 the first intermediate examination in public relations was conducted by the British Institute of Public Relations. The Institute plans to conduct its first final examination in 1958.

At some date in the future yet to be determined the passing of the Institute's public relations examinations will be a requirement for membership.

This development in Britain brings up the question of whether the time has come in the United States for professional public relations associations to determine qualifications for membership and practice on the basis of a series of examinations.

Before any attempt is made to discuss or answer that question, let us take a look at the background and reasoning behind the examination system devised by the British Institute of Public Relations.

In early 1952 the Institute's Council (governing body) through its secretary made the following statement regarding examinations:

"The Council takes the view that the institution of some form of examination or test of ability is necessary as a positive step towards establishing the practice of public relations as a recognized profession."

Prior to the issuance of this statement it had been approved and unanimously indorsed by the membership of the 1951 Conference when it approved the Council's Development Plan for the Institute.

Toward the end of August 1956 the first official teachers of public relations in Britain, with representatives of the Regent Street Polytechnic College, met in a room at St. Jame's Square, London, and got down to the task of planning a comprehensive course to be climaxed with thorough examinations. This meeting and those that followed came up with a course of studies to include:

✦ *Lt. Colonel Hal D. Steward is currently Chief, Community Relations Branch, Office of the Chief of Information, Department of the Army. He is an overseas associate of the British Institute of Public Relations.*

1. Principles and Practice of Public Relations.
2. Principles of Printed Material.
3. Uses of Printed Material.
4. Advertising.
5. Press Relations.
6. Opinion Research.
7. Exhibitions and Displays.
8. Films.

The textbook for the course of studies is being prepared by the Institute. It is expected to be published sometime this year. A bibliography related to the intermediate examination has also been prepared by the Institute's Education Committee. The course of studies devised, according to the Institute, compares favorably with the syllabus for the public relations course of the Boston University School of Public Relations and Communications, and the syllabus for the public relations course of the New School of Social Research of New York.

Advanced Techniques of Learning

Lecturers and students will share discussions, project work, visits to factories and other commercial establishments, studies of case histories, illustrations of public relations problems in their settings; in fact, the Institute says that all the advanced techniques of teaching and learning professional subjects will be put into operation.

By arranging this course in association with the Regent Street Polytechnic College, and setting up examinations in public relations, the Institute is taking its place with other professional groups in Britain in establishing standards for its members and for the whole field of public relations. And, although the Institute has not yet been able to arrange with educational institutions in other parts of Britain to provide a similar course to that given by the Polytechnic, it is working on this and hopes to achieve success in the near future.

There are three terms to the first part-time public relations course sponsored by the Institute. It will be climaxed with the intermediate examination of two three-hour examination papers based on the subjects covered. The first three terms of the course ran from September- December 1956, January-April and May-June 1957.

There seems to be little doubt that the British have decided that public relations is a profession and they intend to practice it as such. However, there are some who would say that the British seem to be a little

ahead of themselves considering that public relations and its techniques were hardly known to the British people before World War II and that they have only been practicing public relations as we know it in the United States since the late 1940's.

Another consideration the British seem to overlook in their drive for professionalism in public relations is that they have had until now no academic courses in public relations—this new course is their first. This seems small in comparison to the United States which has more than 150 colleges and universities offering courses in public relations. Fifteen American colleges and universities grant degrees in public relations.

The Primary Question

It is not the purpose of this article to criticize the British desire to develop and identify the practice of public relations as a profession. The main purpose is to analyze the question of whether public relations examinations as such should be a requirement for the practice of public relations and the membership of professional associations.

In considering whether or not the British are moving too fast based on insufficient experience and lack of academic training, let us look at the public relations educational efforts of a few other countries.

The University of San Paulo, Brazil, started instruction in public relations in 1947. In Paris, weekly classes in public relations were conducted by the French Public Relations Association in 1956. The Belgium Centre of Public Relations started a course in 1956. Israel started their first public relations training in 1956 with a six-week course on "American PR—Theory, Practice and Procedures" at the Municipal University of Tel Aviv. In 1956 both Canada and Holland published their first books on public relations.

Certainly the idea of establishing examinations and standards for the entry into the practice of public relations is not new. In April 1956 in the *Public Relations Journal,* PR Counselor Joseph Hicks wrote that he envisioned the day when "the public and the profession will be protected by laws and standards requiring persons wishing to enter the public relations profession to meet certain educational requirements and pass an examination . . ."

Two Specific Levels

Educational requirements and examinations in the present-day field of public relations require the consideration of two specific levels. One

is today's entering level when more and more aspirants have already completed academic training in the field and passed university examinations in public relations. The other level is that of the skilled professional practioner active in the field who has had no formal training. These two existing levels lead to the assumption that the newly graduated public relations student would pass an ordinary examination much easier than the present-day skilled PR practitioner, and yet this might not prove a thing as far as professional competence is concerned. Presumably this is an additional reason why examinations are not practicable at this time.

There is, of course, an answer to this problem. This would be for PR examinations to be conducted by the States as in law and medicine. Under this system all PR practitioners with more than five years professional experience would be automatically licensed upon application, and without examination, during the first year after the announcement of the first examinations. Systems similar to this were used by the various States in licensing doctors and lawyers when professional qualifying laws were first passed.

In considering all these points we run up against the question: Is public relations a profession as determined by the criteria established for other recognized professions in the United States? Professional status has been defined by the New York State Tax Commission as: ". . . any occupation or vocation in which a professed knowledge of some department of science or learning is used by its practical application to the affairs of others — either advising, guiding, or teaching them and in serving their interests or welfare in the practice of such an art founded on it. The word implies attainments in professional knowledge as distinguished from mere skill, and the application of such knowledge to uses for others as a vocation."

PR Meets Professional Definition

Many PR practitioners, including the writer of this article, maintain that public relations meets every qualification as stated in the above definition of professional status. Still others hold that PR men are a long way from being identified as professionals.

In recent years there have been many stabilizing influences in the United States and elsewhere directing public relations toward a professional status. However, there are some in this country who say that public relations still lacks maturity, effective self-regulation, full-fledged devotion to the public interest, an accepted course of training, and a research program of its own. In May 1949, *Fortune* magazine said: "Public relations is still not

a profession because too many of its practitioners do not yet possess either the knowledge or capacity or ethics of a professional."

J. A. R. Pimlott, a British author, has written that public relations will long have difficulty in persuading the public to accept it as a profession. He wrote: "Their biggest handicaps—which they cannot do much to remove—are the deep-seated suspicion of 'fixers,' and 'propagandists,' and 'ghost thinkers,' and the lack of a clearly demarcated area of expert knowledge which is special to themselves.[1]

How We Become Professionals

Professional recognition will not come to public relations practitioners just because they have passed an examination established by themselves. No one better than a public relations man should know that public opinion alone puts the tag of "professional" on an occupation. The task of the practitioner is to earn it. And in 1957 it can be reported that many in this country and elsewhere are doing it.

Public relations training in the United States has been a controversy for several years now. Opinions range from the "practical experience only" idea to those who think public relations should be taught only as a graduate course in colleges and universities. But the idea of examinations sponsored by professional associations such as the British Institute has not been given much consideration in this country.

Another problem that has not been settled among the colleges and universities that offer public relations courses is who should teach it and what academic department should be responsible for it. Most public relations courses today are centered in schools of journalism, business administration, and education.

Other Opinions

William H. Baldwin in the September 1951 issue of the *Public Relations Journal* stated: "Too close identification of public relations with journalism overlooks the basic function of public relations counseling and ties its practitioners to measurement of their performance in terms of clippings." He went on to say that his findings are disturbing because "there is the implication that public relations is journalism."

Donald W. Krimel in the Winter 1947-1948 issue of the *Public Opinion Quarterly* expresses the opinion that there is no universally accepted way of preparing for a career in public relations. He believes there won't be until the profession crystallizes more concretely.

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[1] J. A. R. Pimlott, *Public Relations and American Democracy,* Princeton University Press, 1951.

In their book *Effective Public Relations,* Scott M. Cutlip and Allen H. Center state: "World War II and the immediate post-war years witnessed a phenomenal growth in public relations. The period has brought visible beginnings of professionalism. Public relations, as an organized calling, has come a long way since the days of Theodore Vail, Ivy Lee, and George Creel. It still has considerable distance to go before it matures into a profession comparable with those now established as such by definition and by public acceptance. Public relations appears headed in that direction."[2]

The writings on public relations referred to in this article indicate that considerable thought has been given to public relations training and the road the field is traveling toward a profession. However, despite all the writings, discussions, and what have you, the time is now, in the opinion of many practitioners, for the colleges and universities of the United States to take the initiative in creating and conducting courses in public relations that have a common basis such as their courses in law do.

Establishing Status

Bertrand R. Canfield, Director of the Division of Distribution at Babson Institute and author of the PR text *Public Relations: Principles, Cases and Problems,*[3] had this to say on the subject of professional status, in a letter to the writer:

"I believe that this is a matter which goes far beyond the passing of an examination. Professional status should be based on specific courses of study related to public relations, a period of internship or practice, as well as the passage of a series of examinations. I am very sympathetic with the idea of establishing professional status for public relations practitioners. If it is done properly I am sure it will do much to raise the standards of performance as well as the ethical standards of the public relations business.

"I believe this subject requires considerable study and research into the policies and practices of professions which have established professional status for their members. A board composed of public relations counselors, managers, teachers and others with recognized standing in public relations should be established to study the subject of professional status and come up with recommendations. I appreciate that it will not be easy to get agreement upon the requirements for professional status and the way that status may be obtained. It will probably take years of study and research but I am confident that it will serve to crystallize the professional interest and approach which is increasing in the public relations business.

[2] Prentice-Hall, Inc., 1952.

[3] Richard D. Irwin, Inc., Homewood, Illinois, 1956.

"The board for professional accreditation should look into the experience of the life insurance business which has established the Chartered Life Underwriters degree for life insurance agents who have satisfied certain professional standards of education and practice. The American Institute of Banking, I believe, has taken similar steps toward professional status for bankers. The practices of the legal and medical professions should be looked into.

"Of course, behind any plan to establish professional status must come a specific course of training in subjects fundamental to the profession. Such a course would be provided through recognized colleges offering not only courses in public relations, but related courses in psychology, sociology, philosophy, as well as the technical courses essential in producing public relations materials such as advertising, radio and television."

Another letter on this subject has been received from Alan Scott, associate professor of journalism in charge of the sequence of public relations courses at the University of Texas and co-author of the textbook *Contemporary Public Relations: Principles and Cases.*[4] He writes: "While I would like tremendously to see some restrictions on the number of unqualified men and women going into the PR profession, I cannot see how a state or federal examination system could be originated at this time.

"I would like the professional societies — PRSA and APRA, to begin to think in terms of stricter qualifications for work in the profession. I am certain the educators who are responsible for turning out many of those who will enter the profession would be most cooperative in the continuing attempt to enhance the stature of PR as a profession. Whether examinations such as law and medicine now require is the answer I cannot say. But I am positive it could not be instigated within the next decade. It would have to be tried on a statewide basis—perhaps in several states and then spread if successful.

"As you point out, a long time practitioner would possibly have a most difficult time passing an examination set up for recent graduates. And another thought—with the wide variance in the teaching of PR—how would we arrive at a suitable exam?"

In summary, several recommendations are offered.

Summary of Recommendations

The time has come to take public relations courses out of college journalism departments. New Departments of Mass Communications should be established. Within these departments the broad field of public relations can be taught as well as the trades of journalism, radio and tele-

[4] Prentice-Hall, Inc., New York, 1955.

vision news writing, advertising and so forth.

To assist the colleges and universities in establishing Departments of Mass Communications, business and industry, and private public relations counseling firms should assist financially, as well as by offering their consultative services to point these new academic departments in the direction that will ultimately bring the status of a profession to public relations. This same procedure will have to be followed in all countries where there is an earnest desire to practice public relations on a professional basis.

The time is not yet here when a public relations practitioner can be identified and accepted as a professional just because he has passed an examination in public relations sponsored by a public relations association. Let us have the courses in public relations, the examinations and the association activity, but these cannot be used as a means to delude one into thinking of himself as a qualified professional just because he has made a passing mark.

It took the medical and legal professions hundreds of years to create courses of training and standards of practice so as to gain public acceptance as professionals. This does not mean that it will take public relations men the same period of time to be similarly identified. However, it does suggest that it will take much more time than has already gone by since public relations was first identified as a necessary and important source of power to our social, economic, and political society.

To repeat the question posed at the beginning of this article, has the time come in the United States for professional public relations associations to determine qualifications for membership and practice on the basis of a series of examinations? In my opinion, it has not.

The urgent need now is for public relations associations and colleges and universities to carry on a program that will help the public educate itself so that society can, by its own knowledge, separate the competent from the incompetent and the "phony and fixer" from the dedicated and knowledgeable practitioner of public relations. When this has been done, public relations will find its rightful place as a profession, regardless of examinations. ●

* * * *

VILLAIN IN THE PIECE

" . . . will somebody please explain to me why public relations people are almost invariably 'associates'? Whom do they associate with, and who can stand it?"

—George Dixon
King Features Syndicate, Inc.

HANDLING "SMALL" GIFTS AND DONATIONS

A STAFF SURVEY✦

QUITE apart from the matter of major corporate philanthropy, about which considerable literature already exists,[1] public relations men frequently face the vexing problem of handling minor requests of an occasional nature for donations of products, cash, and services.

Most such requests come from amateur solicitors—sincere persons who find it singularly difficult to understand why they should not get what they ask for—a case of canned goods for a church supper, a radio for a club raffle, an advertisement for a class yearbook, or, perhaps, the use of an auditorium for a fund-raising party.

Picayune? In relation to the kind of large-scale donations usually passed on after careful study by a top management committee, perhaps so, but not in their potential for creating good or ill feeling—and often not in actual dollar outlay, when all such requests are taken as a whole.

A sounding on the subject indicates that most organizations which are dealing successfully with this problem—and there are few—do so because they have developed logical criteria against which all such requests can be measured and sometimes because they have recognized gifts as both a responsibility and advantage of business to the extent of seeking out the best ways to employ them.

"Appropriateness" is the key criteria word cited by J. Philip Martin, Manager of Community Relations for Ford Motor Company and reflected by many of the respondents to the survey. In other words the relationship of the donation to company interests which would make it appropriate for an aluminum company to contribute table favors to a woman's club dinner, but not so appropriate for a tire company to do so.

✦The survey on which this report is based was conducted by the Editors of pr.

[1] *See, Eells, Richard, "Corporation Giving in a Free Society" (New York: Harper & Brothers; 1956), Chapter VI.*

"The appropriateness need not be to the company's direct business objectives such as advertising its products, pleasing potential customers, or recruiting personnel," says Mr. Martin. "But, it should relate to the company's interests. Large companies like Ford usually have peripheral interests in such subjects as higher education and traffic safety. In the case of its company-communities, this interest extends to virtually all fields of civic improvement, public health, and good government.

"The request may even relate to what we might call avocational interests. It may, for example, coincide with philosophies or opinions on public issues which are being proclaimed by its chief executives."

Campbell Soup Company has found a way of coping with numerous plant-city requests for its product as a dinner and luncheon item by pinning the rationale on the purpose of the affair. If the church is holding the dinner to raise money for a new wing on the building, for instance, it doesn't get the soup. If the wing is to be a community center, however, it does.

Location Is a Factor

Nearness of the source of the request to a company establishment has a tendency to broaden donation criteria. For example, although Pillsbury Mills has been forced to decline, politely and regretfully, all requests for its products, Director of Public Relations Bill Powell reports that plant managers are permitted to make an exception at the local level when the cause is one that benefits the plant community as a whole.

Plant town concentration enables Bristol-Myers Company to turn aside gracefully the thousands of international requests for donations of its proprietary articles. On the positive side, however, Director of Public Relations James L. Macwithey says that the system also permits a larger program of gifts in the plant localities including the time of Bristol-Myers personnel and the use of such plant facilities as cafeterias and recreation halls, as well as contributions of products and money.

The attempt to channel gifts into recognizably useful public service purposes is rapidly extending into the areas of Christmas and anniversaries. Consolidated Freightways of California has pioneered since 1951 in the investment of the same money that would have been used to provide Christmas remembrances to customers in annual college scholarships for qualified youngsters. The idea is so popular with trucking customers that it is now promoted by the Regular Common Carrier Conference of the American Trucking Association, says Charles D. Brown, Publicity Manager.

In the retailing field, requests for cash and merchandise are so numerous and consistent that civic merchants associations, such as that in Philadelphia, have undertaken the chore of screening all those over a certain amount in financial value.

On the other hand, a store such as Gimbel Brothers still faces a formidable assortment of "will you, pleases" and frequently it is advantageous to say "yes." Mrs. Dorothea W. Sitley, Director of Consumer Relations, states that the company has found an acceptable measuring stick in a limitation of one gift per year to each group, restriction to merchandise items rather than money, a ban on ads for souvenir programs, and gearing of luncheons and parties to community improvement and fashion.

A similar system is followed by a large retail establishment in Washington, D. C., which answers only formalized written requests from recognized groups and not from individuals. The store prefers not to give if the funds raised by a benefit affair are going back into the treasury of the requesting organization—unless, of course, it is an organized charity.

The Affinity of Interest

Jerome E. Klein, Public Relations Director for Lane Bryant, which has a national network of retail outlets, is one who feels that there should be an affinity of interest between giver and receiver. His organization tries to seek out those non-profit groups which best serve the same people Lane Bryant is serving.

"It is logical," says Mr. Klein, "that we should be interested in helping the work of an organization concerned with maternity education and maternal health programs. It is just as logical that we should be interested in organizations devoted to aiding the obese woman or the tall girl."

Inevitably, under any sort of screening process a company faces the fact that there must be refusals and that the delicacy which with these are handled can have far-reaching impact on public relations. The ease in creating the right atmosphere, the survey indicates, is much greater when the company is able to state in its refusal the kinds of things incorporated in its regular pattern of giving and donating. At times, the criteria cited in a letter of refusal—or inserted in the form of a printed enclosure —can be helpful to the requestee in regearing his next approach to the interests of the company or in better designing the overture in behalf of some other group which he may also represent.

In general, the comments emphasized that, while large-scale giving is usually guided by a management committee consisting of people from the staff of the finance department, the secretary's office, and the employer-employee relations division, it is desirable to have public relations representation on such a committee. This is because public relations is both the custodian of the "thought market" in which the contribution will have its impact and the communicator of the gift announcement.

In the Lever Brothers Company operation, J. E. Drew, the Public Relations Director, serves as chairman of the kind of management committee referred to above. This committee makes the primary decision on contributions of all types. The four questions asked regarding all overtures are these:

1. Is it in the interest of the company and its products in any way?
2. Is it in the interest of the company's employees?
3. Will it benefit a community in which the company has an interest?
4. Is it the kind of cause with which the company wants to be identified?

Lever Brothers has found it advisable to eliminate from consideration proposed donations and contributions to causes which are strictly religious, racial, or political.

In the interest of arriving at equitable amounts nationally and locally, Lever Brothers uses a per-capita formula based on the number of the company's employees affected by the cause represented.

In summary, the criteria cited as most useful in forming a yardstick against which to measure the inquiries for smaller donations, gifts, and favors are as follows:

- Must be written and documented on the letterhead of the requesting organization for checking and file purposes.
- Must concern a subject or cause appropriate to the products, services, or philosophies of the contributing company.
- Must be in behalf of an action, cause, or facility which is in the interest of the national or plant community as a whole and not just a specialized group, no matter how worthy.
- Should avoid the possibility of identifying the company with any controversial issues with which it does not desire to be identified.
- Should promise some recognition for the granting company in the form of supporting display, promotion, and publicity or in the form of a mailing list which can be followed through on by the company. ●

International Networks: PR's New Golden Age

By David L. Lewis✦

INTERNATIONAL public relations networks, virtually non-existent prior to 1945 and off to a slow start in the first post-war decade, have doubled during the past two years. More than a score of chains are now in operation, drawing fees exceeding $2,500,000.

The growth pattern inevitably has been crazy-quilt. This is to be expected, considering the special nature of public relations itself, language, cultural, and personnel problems, the degree to which PR is recognized in various countries, differing clientele demands, and opposing views as to the most practical solutions to organizational and other teething problems.

It is possible, however, despite diverse concepts and practices, to discern three structural streams of international network building. They may be defined as *affiliated, integrated-affiliated,* and *integrated.*

Affiliated Networks

A majority of the chains are of the affiliated type. Such organizations typically are loose alliances composed of one established counseling firm in the capital of each of the nations served. Some networks employ a full-time coordinator at an international headquarters; others rely on the initiative of one or more "moving spirits" among the membership, periodical meetings, and correspondence. Affiliated networks offer several advantages: little capital is required, there is little or no personnel recruitment and once the affiliates have sized each other up the network can come into existence virtually overnight. The disadvantages are just as obvious: difficulties in coordinating overall policy, keeping essentially domestic consultants internationally-minded, billing problems, indirect supervision of

✦ *David L. Lewis prepared this article from first hand research in Europe while a Fulbright scholar at the London School of Economics. He is a former member of the PR Department of the Ford Motor Company and is studying for his Ph.D. at the University of Michigan.*

the handling of one's client, and the uncertainty as to whether one can really count on the other man, etc.

Several of the affiliated networks seem to have been formed for prestige reasons. They handle but little foreign business and in some instances have only vague expectations of doing so. An attractive letterhead listing a dozen capitals "served" by the firm and calculated to impress naive domestic clients is their sole *raison d'etre.*

Integrated-Affiliated Networks

Integrated-affiliated networks, of which there are half a dozen, go a step further. They are built around wholly or partially owned bureaus in the chief countries in which they operate, supplemented by affiliates in nations which are outside the principal servicing area or which impose restrictions on foreign firms wishing to set up their own offices. These chains combine the advantages and disadvantages of the affiliated network and of the third type of organization, the fully integrated firm.

Integrated Networks

Only two international companies—Walker & Crenshaw, Inc., New York, (in conjunction with Globe Press News Agency, personally owned by John Walker and Russell K. Crenshaw) and Communications Counselors, Inc., New York, the McCann-Erickson affiliate, have a policy of opening and financing offices in the principal capitals and/or areas in which they operate and staffing them with personnel responsible to the home office. This method of network building takes considerable capital, familiarity with the countries concerned, an able recruiter of personnel and, to span the globe, a minimum of five years' time. In the long run however, there's little doubt that such a structure will best serve international clientele.

Unfortunately, as far as unsuspecting clients are concerned, some networks ignore the superficiality of their affiliation with foreign consultants and thus exaggerate the scope and depth of their organizations. One London-based firm had the important British Travel and Holidays Association all but sewed up, largely by claiming to have its own offices in every Western European country—until the Association's managing director visited a few of the "offices" and discovered their proprietors had only scanty knowledge of the London operator. A New York consultant, claimed by a London firm as its full-time employe, is in reality a private operator with only a spot-job relationship with his claimant and is in fact closely

aligned with a rival network. There also are instances in which affiliates are twice removed from network headquarters. One New York chain retains a cross-town consultant, who in turn relies on his "contacts," to handle its jobs on another continent. Some firms enunciate these relationships clearly; others attempt to dazzle clients with fancy verbal footwork. The record thus far has not been one to enhance the prestige of international public relations firms and their personnel.

The Leading Networks

The actual extent of international PR penetration can best be evaluated by a comprehensive, albeit nondefinitive, run-down of the leading networks. As yet no organization has linked centrally controlled offices world-wide. Several, however, are in a position to service clients on a global basis.

WALKER & CRENSHAW AND GLOBE PRESS, NEW YORK. *Maintain offices in 11 Latin American and European countries and have permanently salaried staff members in 33 other nations.*

DOLAN & BERNHARDT, INC., NEW YORK. *For tax purposes formed in New York, but with its chief operational arms in London and Geneva, maintains offices in three European countries and the U. S. and is affiliated with consultants in 17 nations on every continent.*

REED-JONES, INC., NEW YORK. *Is associated with 51 PR and publicity firms in 43 countries.*

RUDER & FINN INTERNATIONAL, NEW YORK. *A division of Ruder & Finn, Inc., New York, has affiliates in 30 countries world-wide.*

FOOTE, CONE & BELDING LTD., LONDON; COLMAN, PRENTIS AND VARLEY LTD., LONDON; J. WALTER THOMPSON AND MCCANN-ERICKSON, NEW YORK. *The public relations subsidiaries or departments of these and several other advertising agencies, through the parent firms' facilities, can service accounts in most of the free world.*

Some networks specialize in the inter-relations of two continents. Walker & Crenshaw and Reed-Jones, despite their world-wide connections, place primary emphasis on North and Latin America. So does Edmundo Lassalle, a New York consultant with representatives in eight Latin nations.

The North American-European business axis has spawned more international PR networks than any other. The principle ones are:

HILL & KNOWLTON INTERNATIONAL, N. V. THE HAGUE. *A subsidiary of Hill and Knowlton, it is headquartered in The Hague, has offices in*

New York and Dusseldorf and is associated with leading firms in Belgium, France, The Netherlands, United Kingdom, Sweden, and Canada. The firm also has an office in Australia and an affiliate in New Zealand.

THE ROY BERNARD CO., INC., NEW YORK. *First to enter the international public relations field, in 1931, it supports offices in Bonn and Dusseldorf, has a 50 per cent financial interest in The Roy Bernard Co. Ltd., London, and maintains correspondents in France and Italy. The firm also has representation in 11 Latin American countries.*

MAURICE FELDMAN, NEW YORK. *A New York counselor with representatives in Zurich, Vienna and London. He plans to establish offices in his own name in West Germany, Austria, and Switzerland.*

ROGERS, COWAN & JACOBS, BEVERLY HILLS. *Has representation in New York, London, Paris, and Rome.*

THE FRENCH COMPANY FOR INTERNATIONAL RELATIONS, PARIS. *Founded in late 1956, is affiliated with firms in Rome, London, Brussels, and New York.*

LESLIE FREWIN ORGANISATION LTD., LONDON. *Established in London last year, it contemplates setting up offices in Paris, the Cote d'Azur, and New York; already has representation in those centers, four other European cities, and Los Angeles.*

HARCOURT KITCHIN ASSOCIATES LTD., LONDON. *Is affiliated witn a Rome consultant and is negotiating with Boston and Paris firms.*

HURD INTERNATIONAL PUBLIC RELATIONS, LONDON. *Has an affiliate in Rome and is seeking a Paris associate.*

THE KENNERLY EDWARDS ORGANISATION, LONDON. *Has its headquarters in London, offices in Paris and New York.*

COMMUNICATIONS COUNSELORS, NEW YORK. *Has opened offices this year in Brussels and London and expects to set up bureaus in Paris and Frankfort soon. Offices in Mexico and Brazil are planned in the not distant future.*

BERNARD RELIN ASSOCIATES, NEW YORK. *Established a London office in 1956; has representatives in Canada, Mexico, and Venezuela.*

THE EUROPEAN PUBLIC RELATIONS GROUP, THE HAGUE. *Was organized in 1956 by prominent consulting firms in The Netherlands, Germany,*

France, and Switzerland. Additional affiliates have been added in Sweden, Denmark, Belgium, and Italy and the Group has been negotiating with a potential British affiliate. EPRG doesn't plan to link with any one American consultant, preferring to work with various firms as occasion demands.

PUBLIC RELATIONS MANAGEMENT CORPORATION, NEW YORK. *An association of consultants in 23 American and five Canadian firms; it is the largest network of its kind in North America. It also has affiliates in London, Rome, Melbourne, and Sydney.*

GALITZINE AND PARTNERS LTD., LONDON. *Has organized a worldwide association based primarily on English speaking countries and colonies. This policy was devised to minimize language problems and simplify recruitment of associates. Galitzine currently is affiliated with firms in Toronto, Hong Kong, Singapore, Bangkok, Saigon, Rhodesia, East Africa, and Australia and works through correspondents in the U. S., South Africa, Sweden, France, and Germany. The network embraces approximately 100 persons, one-fifth of whom are employed in London.*

Fees and Clients

Even at this stage of international PR's development, fees and clientle rosters are impressive.

WALKER & CRENSHAW. *Reports it annually does $500,000 worth of international business. Approximately 60 per cent of the firm's business is with American corporations, the remainder with foreign organizations. Minimum fee is $36,000 yearly; the average is close to $60,000. Among clients served internationally are International G. E., SAS, Trans-Canada Air Lines, General Dyestuffs Corp., Sud Aviation, Worthington Corporation and General Aniline & Film Corporation.*

DOLAN AND BERNHARDT, INC. *Last year grossed more than $250,000. Drawing several of the highest commercial fees in Europe, one of its accounts is worth $50,000, a couple of others $40,000. Major clients represented internationally are Armstrong Siddeley Motors Ltd., British Trawler Federation, Lockheed, The Nestle Co. Ltd., British Bata Shoe Co. Ltd., Canada Dry Ltd., Associated Bulb Growers of Holland and the British cod liver oil industry.*

J. WALTER THOMPSON COMPANY LTD., LONDON. *Claims to be Europe's biggest PR firm. Serves Kraft, Vaseline, French National Committee for Wine and several Bowater-Scott subsidiaries.*

FOOTE, CONE & BELDING LTD. *Controls the Swiss Federation of Watch Manufacturers' account, claimed to be the most lucrative served by a*

British-based firm. FCB also handles Aer Lingus.

THE HILL AND KNOWLTON NETWORK. *Is promoting the Brussels World's Fair a client of its Belgium affiliate, Eric Cyprés & Associès, at a near six-figure sum.*

REED-JONES. *Provides international service to Remington Rand, Merck, Sharp & Dohme International, Bristol Myers and Caribbean Networks.*

PUBLIC RELATIONS ASSOCIATES. *(London affiliate of Public Relations Management Corporation.) Represents Commonwealth Apples, Brandies of France Ltd., and Elvis Presley products.*

VOICE AND VISION LTD., LONDON. *The PR side of Colman, Prentis and Varley Ltd., serves Altalia and Costa Brava Wine Co. Ltd.*

MAURICE FELDMAN. *Phoenix-Rheinrohr A.G., Dusseldorf, and Diesel Energy Corporation, New York, a close associate of Kloeckner-Humboldt-Deutz A.G., Cologne.*

GALITZINE AND PARTNERS LTD. *Peninsular and Oriental Steam Navigation Company, Rhodesian Selection Trust Group of Copper Companies, Olin Mathieson Ltd., Pratt and Whitney, Inc., Lloyd's Register of Shipping, Amsterdam International Atomic Exhibition, Conference of Members of Parliament from NATO Countries and The Benguela Railway Company (Angola).*

THE FRENCH COMPANY FOR INTERNATIONAL RELATIONS. *MacMillan and Co., Haig Whiskies and the French Pavillon at the Brussels Fair.*

HURD INTERNATIONAL PUBLIC RELATIONS. *P. A. Campbell Ltd., Syndicat d'Initiative of Boulogne and Anglo-Italian publications.*

BERNARD RELIN & ASSOCIATES. *Pepsi-Cola International in the U. K. and Schweppes Ltd. in the U. S.; also represents Interhandel, A.G., Switzerland.*

COMMUNICATIONS COUNSELORS. *Numbers among its foreign commercial clients Vickers-Armstrong Ltd.*

RUDER & FINN. *Swedish-American Lines and Volvo Import, Inc.*

Specialists in certain fields—although they also accept general accounts--already have made their appearance. Some are:

ANN R. SILVER ASSOCIATES, NEW YORK, and JESSICA H. MAXTED LTD., LONDON. *Affiliated in 1956, concentrate on fashions, food, furnishings and charitable and civic campaigns.*

Placing heavy emphasis on the entertainment world are:

WILLIAM HEBERT, LOS ANGELES, and MARK STONE LTD., LONDON. *Affiliated in 1956.*

LESLIE FREWIN ORGANISATION, LONDON, and ROGERS, COWAN & JACOBS, BEVERLY HILLS.

There is wide variance between the ratio of foreign and domestic business handled by the networks. Curtis J. Hoxter, Inc., New York, with European headquarters in Frankfort, reports 90 per cent of its work internationally tinged. The figure is 50 per cent for Leslie Frewin, 33½ per cent for Public Relations Associates, 25 per cent for Voice and Vision and 20 per cent for Maurice Feldman and Roy Bernard. L. Roy Blumenthal of Roy Bernard believes that it's necessary to keep foreign work to one-fifth of the total in order "to maintain our integrity as an American firm . . . as we are employed for our essential knowledge of the American communications structure." Conversely, Reed-Jones, except for representing foreign governments in the U. S., is so uniquely committed to the internationa field that it will not engage in PR activities in America.

Other Foreign Accounts

Not all foreign business is funneled through networks. Some non-network firms are:

ALAN BETTS ASSOCIATES LTD., LONDON. *PR branch of the London advertising firm, Alan Betts Ltd., handles Fiat Ltd., Finnair, Pakistan International Airlines and Simca.*

R. C. LIEBMEN, LONDON. *Is retained by Champagne Mercier and Cinzano and directs U. K. publicity for trade fairs in Paris, Strasbourg, Ghent and Liege.*

INTERNATIONAL AFFILIATES, INC., LOS ANGELES. *Works with film producers in Germany, France, Britain and Mexico.*

LEO BURNETT COMPANY, INC., NEW YORK. *Their PR department serves several of the agency's European clients including Kellogg's and Hoover Ltd.*

JOHN MURPHY LTD., LONDON. *Handles New Zealand Shipping Companies, Barclay's (Overseas) Bank, the Universal Asbestos and Cement Group, the Gutherie Group and Arthur Murray.*

PUBLIC RELATIONS AB, INC., STOCKHOLM. *Specializes in the promotion of American and British products in Scandinavia.*

IAN G. MURRAY & CO., TORONTO. *Is geared particularly to serve American companies operating in Canada.*

In addition, many members of affiliated networks serve foreign clients independently of the chains. Indicative are:

BEAUCHEZ PUBLIC RELATIONS, THE HAGUE. *A member of the European Public Relations Group, representing in Holland the Coca-Cola Export Corporation and Remington Rand.*

ALAN CAMPBELL-JOHNSON LTD., LONDON. *Retained by Esso Petroleum Company Ltd., Niarchos (London) Ltd. and Thomas Hedley & Company Ltd.*

ERIC CYPRÈS & ASSOCIES, BRUSSELS. *Serves Proctor & Gamble's Belgium subsidiary, a number of Belgian colonial companies and Rootes Ltd.*

The above two firms are members of the Hill and Knowlton network.

There is of course a very considerable amount of international public relations work done by business firms. Some companies operate their programs solely from their headquarters and some work through PR employes of their foreign affiliates. Others, particularly air lines and oil companies, have stationed centrally controlled PR staffers around the world. It seems likely that this kind of public relations activity will grow; at least until consulting networks further extend and strengthen their operations.

PR For Governments

Among the most important—and often well paying—clients in the international PR field are governments. Roy Bernard, which has represented West Germany in the U. S. since 1951, is retained at $50,000 annually. Since February, Communications Counselors has represented the Belgian government in the U. S. at an even higher fee. Patrick Dolan & Associates Ltd., London, of the Dolan & Bernhardt chain, retained in April to represent West Nigeria world-wide, receives one of the handsomest PR stipends yet to come out of Africa. John Murphy represents the Dominican Republic and JWT Ltd. the Bahama Islands in Britain. Hoxter promotes Austria and Guatamala in the U. S. Reed-Jones serves Brazil in America. American consulting firms have served or are serving the French, Italian, Ecuadorian and Indian governments in the U. S.

As in commercial PR, the cloth is cut to the client. Dolan gives undeveloped and relatively unknown West Nigeria—which in 1959 merges with even more back country East Nigeria and North Nigeria to form a new nation—the full treatment: publicizing the future existence of the

country and clarifying its status within the British Commonwealth; encouraging foreign investment and industrial development and promoting exports. Roy Bernard's primary function is to promote German exports, and as an integral by-product, to improve German-American relations. *France-Soir*, noting the Federal Republic's remarkable penetration of the American market, credits Roy Bernard with a major role in the success of the German export offensive.

Communications Counselors is retained by Belgium in a purely economic capacity: to encourage American companies to make trading agreements or sub-contracting arrangements with Belgian companies or to buy and establish plants in Belgium—and to orientate the American public toward Belgian goods and advise Belgian manufacturers on how best to sell in the U. S. The Australian government retains Plan (International) Ltd., of London and Paris, to direct public relations, promotional and advertising activities in Europe for its seven food and wine boards.

Political Involvement

The amount of political involvement with governmental accounts varies. *France-Soir* associates Roy Bernard with Adenauer's state visits to the U. S., including the chancellor's visit to the White House and receipt of an honorary doctor's degree. Prince Rainier appointed Arthur P. Jacobs Co. (prior to its merger with Rogers & Cowan Co.) to handle public relations for Monaco's official activities and to coordinate PR during his and Princess Grace's visit to the U. S. At the other extreme, Dolan agreed to accept the West Nigerian account on the condition that no politics would be mixed with business. Murphy was retained by the Dominican Republic on the same basis. Galitzine and Partners' policy is the "avoidance of entanglements with local politics or religion . . . keeping to such subjects as trade, culture and tourism."

As governments become increasingly aware of the assistance which can be given them by public relations counsel, some perplexing ethical and patriotic problems seem likely to arise. Most cases, like those aforementioned, are affirmatively clearcut; or would be distinctly negative as in the case, say, of a French consultant representing Egypt or an American practitioner serving Communist China. But what if an American should be asked to represent the Polish government in the U. S.? Or a semi-friendly Arab country whose avowed objective would be to obtain an in-

creased share of American economic aid? Or a Latin American dictator seeking American sympathy for his regime? Such questions are not altogether academic. In 1934 a Congressional committee disclosed that one of the oldest and most respected U. S. public relations firms was representing the German Dye Trust in an effort "to help correct American reactions to events in Germany." At the same time another important American consulting firm was fronting for the Cuban tyrant, President Machado.

In the commercial sphere, agencies must ask themselves similar questions. Some flatly declare they would not counsel any foreign organization that could detrimentally affect the economic well-being of a native industry. Others, JWT Ltd. among them, believe that a leading criterion is whether the prospective account has a factory within the country it seeks to propagandize. Communications Counselors and Voice and Vision, if confronted with a controversial request for assistance, would seek a governmental opinion and be guided accordingly. Curtis Hoxter and John Murphy typify the most liberal stand. They think that the spirit of free enterprise would be negated if a consultant refused to serve legitimately competitive clients of friendly countries.

Enthusiasm For the Future

Consultants unanimously are optimistic about the growth potential of international public relations. Drew Dudley, Communications Counselors' vice president for European operations, and Max Beauchez, secretary of the European Public Relations Group, believe breaking down of trade barriers by the European Common Market will give great impetus to the field.

Russell K. Crenshaw, president of Walker & Crenshaw, believes "there is nothing quite so stimulating to the growth of international PR as business being faced with what appear to be insurmountable problems," citing trends to extreme nationalism and anti-foreign attitudes on the part of governments, press and local business. Crenshaw also feels that the increasing tendency of corporations to delegate overseas sales to higher management and/or organize international subsidiaries will produce bigger foreign PR programs.

Patrick Dolan, who says his firm has helped European and American firms sell more than $100,000,000 worth of goods, sees mounting export pressures upon many firms and countries as a stimulus to international public relations.

Prince Yurka Galitzine, a director of the firm bearing his name, feels that the greater use of collective efforts to solve world problems through conferences, trade fairs, and cultural exhibitions will heighten the need for professional PR aid.

John W. Hill, chairman of Hill and Knowlton, regards a steady growth in international PR volume as an inevitable by-product of the "tremendous advance in communications and travel which have combined to interlock the peoples of the world economically, socially and industrially."

Other counselors, though fully as bullish about international PR prospects, question practitioners' capacity to meet the requirements of the task ahead.

Maurice Feldman feels that successful international operations in Europe are dependent upon account executives knowing the language and being familiar with the "economy, history, political set-up and culture" of the countries they serve: he states that too few do.

L. Roy Blumenthal of Roy Bernard says that his firm, "deluged with inquiries far beyond our service resources the past few years, has had difficulty in finding firms of satisfactory stature to whom referrals can be made with confidence." He expressed serious doubts as to whether the PR industry will be sufficiently organized to meet the demands which will be made of it even during the next two years.

The challenge is formidable indeed, but as the rewards will be commensurate it can safely be predicted there will be no lack of challengers. If bright young men went into finance in the twenties, advertising in the thirties, and domestic public relations in the forties, they may do well to equip themselves to enter international public relations in the late fifties and sixties. The field's ground floor is yet to be finished and there's infinite air space above. ●

IN MEMORIAM

ERIC KALKHURST

December 13, 1901—October 13, 1957

Treasurer and Acting Executive Vice President
American Public Relations Association, 1957

scanning

THE PROFESSIONAL JOURNALS

Each quarter Dr. Donald W. Krimel selects items from professional journals in the social sciences which have implications for the public relations field.—Ed.

THE INFLUENCE OF INFORMATION ON THREE DIMENSIONS OF PREJUDICE TOWARD NEGROES

Louise E. Brown, Cornell University, and Leonard I. Pearlin, Ohio State University
Social Forces, May, 1957, Vol. 35, No. 4

The writers tested the effect of information about Negroes upon relevant prejudices of 496 feminine college undergraduates. Prejudice they considered to have three dimensions: cognition, emotion, and motivation. Cognition they define as "the ideational dimension of an attitude, including, in this case, the more abstract analytical thoughts which an individual holds in relation to Negroes." Emotion is "the feeling dimension, embracing the presence or absence of generalized upset or disturbance that an individual experiences toward Negroes." Motivation is "the action dimension, involving the predisposition of an individual to act discriminately or indiscriminately toward Negroes."

Main implications of the writers' results in the area most important to the public relations practitioner, the "action dimension," are that " . . . depending upon the objectives of the campaign, success is perhaps most attainable by achieving a particular balance of factual information and material to arouse ego-involvement."

"The available indications are that if it is action that is ultimately desired, this is begotten not by a saturation of information. To the contrary, relatively little information combined with a relatively high degree of involvement seems most conducive to bringing about a disposition to action."

Possibly as thought-provoking, to the public relations man, as their foregoing interpretation, is a bland, cool statement made by their writers in their introductory paragraphs. They point to the enduring interest of social scientists in information as a factor in attitude formation, and add that "it has often been noted by them that information (or education) is notably ineffective in inducing modification of attitudes."

INFERENCE AND PREDICTION AS COMMUNICATION BARRIERS

WILLIAM M. SATTLER, University of Michigan
Personnel Journal, September, 1957, Vol. 36, No. 4

Reporters consistently fight the very human tendency to salt their news with a good deal of their own inference. When they fail, their copy lacks credibility. In this piece Dr. Sattler, a speech professor, points to the need for any communicator to avoid inference if he is to be effective. To correct "inference proneness" he advises the communicator to train himself to distinguish facts from inferences. Otherwise we deceive ourselves AND " . . . the listener who finds our inferences to be out of tune with reality will not accept our ideas." The writer does not rule out value judgments and interpretation as communication devices, but he rates their effectiveness far below that of facts.

As to prediction, Dr. Sattler points out that when people can predict—or think they can—what's coming next from you, they are likely to listen carelessly and misinterpret, or to really not listen at all. Probably about half the words we use are inescapably predictable, being dictated by the accepted structure of the language. These are, in effect, ignored by the listener. It is the *unexpected* symbol that impresses and affects him.

The public relations practitioner who has never allowed inference or predictability to weaken his communication attempts will gain nothing from this article.

THE CLINIC APPROACH TO BUSINESS COMMUNICATION

RICHARD SEXTON, Fordham University, and VIRGINIA STAUDT, Hunter College
The Journal of Psychology, July, 1957, Vol. 44, First Half.

Business and industry "have tended to attack their communications problems on a partitioned basis," the writers feel, and this is a mistaken approach because the key elements—writing, reading and speech—"are interrelated both psychologically and linguistically."

The clinic approach which the authors advocate was in use in at least two important business organizations at the time of writing. There are ordinarily three steps in the clinic's operation: "1. Each clinic member takes a battery of standardized diagnostic tests of intelligence, reading ability, vocabulary, English usage, and critical thinking. 2. A work sample of his writing is submitted by each individual, and a speech recording is made by each as well. 3. Each participant prepares a self-report of his problems in writing, reading, and speech. 4. In an interview which the clinic director schedules with each participant to analyze his individual problems and objectives in communication, the self-appraisal and the summary profile of test findings together are interpreted and discussed."

It is generally held that more and more administrative problems having to do with communication are being handed to the public relations man. The above theory and recommended procedure could be helpful in solving some common kinds of communication difficulty.

D.W.K.

The "Tomorrow Factor" In Public Relations

By J. Carroll Bateman✦

Most human beings live and act as though they were standing still in time. They are busy solving yesterday's problems, or making plans that are designed to fit today's conditions, rather than tomorrow's.

The fallacy of this kind of approach to life has been recognized by wiser people over the years. Since today's plans must be put into effect tomorrow, these plans must be based upon projections of tomorrow's conditions rather than upon the actualities of today.

Thus, for example, road planners have now reached the point in the development of their science where they build roads not to meet today's traffic demands, but to meet the demands that are expected several years—perhaps a decade or more—in the future. Designers of the super-shopping centers that are ringing our cities locate and build not only where people are living today, but where—in increasing numbers—they will be living tomorrow.

Projections of future conditions, of course, do not always work out. Boom-times, depressions, natural catastrophes, and economic disasters can throw off the most carefully planned projections. But this is no reason for abandoning the practice of "looking forward." It is, instead, reason for developing better projection tools and devices.

It is perhaps natural enough that, in the present state of public relations development, we are more inclined to look to the past and the present than to the future. Tested tools and techniques are born of past experience. But, there comes a time in the development of each kind of human endeavor when the orientation of those engaged in it must shift

✦ *J. Carroll Bateman is Director of Public Relations of The Milk Industry Foundation, Washington, D. C.*

from being "backward looking," to being "forward looking." Only by such a re-orientation can our practice or profession progress and develop to its maximum potential. Our skill must move forward with other management techniques, if it is to continue to merit management respect.

This involves the development of projection devices that will enable us to forecast, with a practical degree of accuracy, the problems that tomorrow will bring. As marketing experts are able, with economic and population data, to project markets for five and ten years into the future, so public relations practitioners must learn to develop techniques for projecting the public relations situation of a client or company into the decade that lies ahead.

Attitude Lag

A distinguished public relations practitioner once reported how, in a conference with university-level educators, he had been surprised to discover that attitudes toward a major U.S. industry were rooted in facts and situations that dated from twenty years before. There is scientific evidence to indicate that basic attitudes change very slowly, except during great emotional crises.

This time-lag in attitude change deserves more attention in public relations planning. If the facts of twenty years ago are influencing today's attitudes, then today's facts may influence attitudes twenty years from now.

Delineating the problems of the future before the future arrives may call for new developments in public relations research. We have learned, with some degree of accuracy, to sample the opinions of the moment on certain issues. Will it be possible to foresee future attitudes on basic problems, and possible changes in them, so that we can take reinforcing or compensating action where necessary?

The need is documented in the experience of the railroad industry when diesel-powered locomotives were first introduced. The planning engineers had made their projections, and were satisfied that diesel power would produce greater efficiency and substantial savings. But factors relating to the human element had been overlooked. Since the first self-contained diesel locomotive was introduced in 1934, the railroads have been plagued with human relations problems which reached an acute stage immediately following World War II. At that time some railroad unions insisted—vainly as it turned out—that each unit of the diesel should have a full crew, including engineer, fireman, and wiper. Thus, a four-unit loco-

motive would have had to carry twelve people although only two or three of them would have had any real work to do. The situation became even more incongruous with the widespread introduction of the "Rail Diesel Car" which is no more complex to operate than an ordinary streetcar, but on which the unions require crews of three or more men.

Looking Ahead at Problems

Human relations techniques could have alleviated this situation only if public relations men in the companies concerned had undertaken to look ahead—as the administrative engineers did—before the first diesel ever reached the rails. They could have been applied only if—in cooperation with other management people concerned—public relations people had been entitled to study and submit estimates of the probable effects on employee relations.

Something of this sort needs now to be done with respect to major new developments, such as the introduction of atomic power into industrial peacetime use or the more widespread inauguration of automation. The impact of these and other basic trends already on the horizon must be evaluated in advance by public relations and human relations experts, just as their material aspects are being evaluated by the technical men—the engineers and the physicists, the marketing specialists, and the cost-accountants.

The public relations man alone is not qualified to make these "periscope" evaluations. They require a variety of skills, including those of the social scientists as well as the technical experts. The solution may lie in the formation, at company and at industrywide levels, of committees with members having the requisite skills. It is important that the public relations executives be members of such committees; it is important that they be responsible for committee leadership and orientation—for keeping it on the track, so to speak.

The Operations Research Concept

Such committees might resemble, in major respects, the operations research teams that have been utilized by the military services and by some industries to solve problems that combine both human and technical equations. Operations research teams frequently utilize both social scientists and physical scientists with engineers from various fields, the exact composition of any team being dependent upon the particular problem it has to study. In a sense, then, what is being proposed here is an "operations

research" concept which would project the problems of the future, insofar as human relations in industry are concerned, and which would then propose courses of action that will preclude the full development of such problems.

If we attempt to utilize this concept, and if we are successful in developing it, we may witness a new adjustment in the public relations role. Presently, it is generally considered to be a three-fold function. The public relations man is assumed to be a management counselor, an evaluator of public opinion, and a communicator to the public. Certainly, until now, the major emphasis has been upon the communications function, and the communication has, unfortunately but necessarily, been largely of a corrective nature. To say it in phraseology that has become trite, public relations men generally have been busy "putting out fires."

In an atmosphere of forward-looking public relations, public relations communication should lose some of its "defensive" or "corrective" characteristics. A shift to the "tomorrow factor" should place more emphasis upon the evaluation and counseling roles. This is not to say that communication will no longer be important. But there will be an adjustment of the present imbalance.

As a policy-formulator concerned primarily with the future, rather than the past, the public relations practitioner will fiind a role that permits to the fullest extent implementation of the ethical and humanitarian considerations that lie at the heart of public relations. The "golden rule" cannot be applied retroactively; it can be implemented best with respect to what *will* be done in the future. That is as true of business and industry as it is of individuals.

Ordway Teed has written: "The responsibility of managers here has to be to take the long-range view of both corporate and public welfare." This long-run view is also the responsibility of the public relations executive. Indeed, he has a greater obligation than most other members of the management team to adopt it for himself, and to encourage its adoption by the others. ●

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APRA AWARDS COMPETITION

Deadline for entries in the annual APRA Awards Competition is March 1, 1958. For details write: American Public Relations Association, 1010 Vermont Avenue, N.W., Washington 5, D. C.

BOOK REVIEWS

NEW DEVELOPMENTS IN THE BEHAVIORAL SCIENCES

THE MEANING FOR PUBLIC RELATIONS . . .

At the time of this writing, Vance Packard's book, *The Hidden Persuaders,* is now enjoying its nineteenth week on the best seller list—and, in recent weeks, occupying first or second place on that list. Mr. Packard contrives to get continued public attention for his thesis also with an article in the September issue of the *Atlantic Monthly.*

John McCarthy affirmatively answers his question "Is the Bloom Off Madison Avenue?" in the September issue of *Harper's Magazine.* McCarthy argues that advertisers are resorting more and more not only to PR counsel but are depending upon the Politz-Dichter schools of motivational research. Even the advertising agencies themselves have been compelled to hire the "depth interviewing" firms to check on the effectiveness of their own advertising campaigns.

"The extent of the impact of such 'outside viewpoints'," is tremendous, asserts McCarthy. "To many on Madison Avenue, it seems that the glamorous game may well be on its way out . . . " (Perhaps partially because the more glamorous manipulators and probers of the id, ego, and super-ego are taking over the field.)

Another boost for the "depth" approach to both advertising and PR is the recent development of the so-called "subliminal" presentation techniques. The Subliminal Projection Company has just unveiled its process for projecting invisible messages for TV and movie screens. The technique involves the flash of a message with lasts only 1/3000ths of a second and hence is invisible to the naked human eye—but which registers upon the subconscious. These commercials are flashed on and off about every five seconds and assertedly (unconsciously) stimulate the viewer to take action on the message.

James Vicary claims great success with the preliminary test run for Coca-Cola and popcorn (*Cf., Business Week,* Sept. 21, 1957, pp. 30-31). This latest technique of persuasion by psychological assault has been cause for alarm for some— like Dr. George Klein of N. Y. U., who says that there's really no way of telling how a person will react; he may even come to dislike the product subconsciously! (*Wall Street Journal* Editorial, Sept. 17, 1957.) The *Washington Post* (Oct. 7th) complained that this new technique is not "altogether sporting."

Obviously, if these newer developments in the behavioral sciences —perhaps even including the recent announcements in the field of psychiatry of energizing as well as tranquillizing drugs—are signs of the future, then should the competent PR practitioner of tomorrow become versed in psychology and psychiatry, in addition to his current tools of the communication media? Is it possible that our more standard concepts of value and impact of the normal printed and spoken word are antique and valueless?

Dr. Sargant, a practicing physician interested in psychological medicine, in *Battle for the Mind,* advances the thesis that man reacts quite similarly to animals in his reactions to physical and mental pressures. Dr. Sargant argues that the evangalist, the politician, the communist, the policeman, and even the psychiatrist, all utilize the same basic techniques to break down and alter behavior patterns. He proceeds to discuss how the nervous system of even the most sophisticated person can be collapsed with variants of the Pavlovian technique. This is an elaboration of Dr. Hans Selye's "stress" thesis. While Packard was content to point out and indirectly advocate the techniques of discerning the "hidden" motivations of humans—and catering to them, Sargant goes one step further and discourses on the methods of destroying even those basic (ego & super-ego) motivations.

If Mr. Packard's book was shocking to the naive, Dr. Sargant's book should terrify even the well-informed. While he does discuss the hopeful developments concerning the use of drugs for the mentally ill and while the text does include information on how to avoid being indoctrinated, his coldly clinical discussion of the hidden behavioral problems and powers is either over simplified or too terrible to contemplate. Dr. Sargant coldly proceeds to the conclusion, supported with extensive analytical data, that "A large part of the world's population is not only being reindoctrinated but has had the whole medical system reoriented along Pavlovian lines . . . [with] politically convenient results."

After comparing animal and human behavior, Dr. Sargant extensively discusses the techniques of religious conversion, the eliciting of confession and the brainwashing techniques as they succeeded in ancient times and as they were so surprisingly successful on the prisoners of war during the Korean war. Dr. Sargant argues that every man reacts to extreme pressure in variance with his personal temperament and physical fitness. Once the stress becomes too great the usual behavior patterns can be dispersed. The degree of tolerable stress varies with physical conditions, which can be undermined by fatigue, induced fever, drugs and glandular change.

Dr. Sargant says "Once a state of hysteria has been induced in men or dogs [Sic!] by mounting stresses which the brain can no longer tolerate, protective inhibition (breakdown) is likely to supervene. This will disturb the individual's ordinary conditioned behavior patterns. In human beings, states of greatly increased suggestibility are also found; and so are their opposites, namely states in which the patient is deaf to all suggestions, however sensible."

A major point by Dr. Sargant is that emotional excitement is necessary for effective intellectual indoctrination. Obviously, the use of psychological skills is helpful to create a more favorable climate for the reception of certain messages. Nevertheless, can the PR practitioner hope to duplicate—even if he wished to do so—the controlled atmosphere of psychotherapy or the psychologist's clinic?

The real question for our field is how knowledgeable should we be of the newest developments in the behavioral sciences? Should the usual training in journalism, radio and TV and the various social sciences be scrapped? Should the PR man of the future instead be trained in the techniques of controlling the subconscious and alteration of response patterns with new-found powers of brain-washing and Pavlovian pressures?

Persuasion is a many-faceted discipline. Right now the Man in the Gray Flannel Suit seems to be bemused with Viennese-type convolutions and hormonal flip-flops. The pendulum seems to be swinging more and more strongly toward the investigation and use of the non-logical—and even illogical—processes of persuasion. Man is viewed as a physiological, emotional, id-ridden reactive animal. Packard's couch, Sargant's couch-plus-torture, and Vicary's invisible psychiatrist are advanced as substitutes for the old appeals to the logical processes and ethos of mankind.

Should man's rational processes be ignored by the "modern," "successful" PR practitioner? On the other hand, does the PR profession dare to ignore the flood of new literature rushing forth from the pens of the psychologists, parahypnotists, and psychiatrists?

Obviously, the successful PR practitioner must keep abreast of the newest developments in the behavioral sciences, or lose his accounts to the "brain-pickers." Much can be gained from new insights—provided one is not overwhelmed with the jargon and as yet not fully supported claims. Americans are at the point now where everything must have a psychological twist—even the old reliable Westerns.

But, as Heilbroner pointed out, (*Harper's,* June, 1957) one major accomplishment of the PR profession has been to inject a greater social and ethical consciousness into the modern American business scene. And if, just to be successful in achieving "convenient results," the ethical PR professional adopts the *non*morality of many of the new pace-setters of the psyche, he has become worse than the worst possible anti-social client.

If the era of *1984* is coming closer, I, for one, would rather not be Big Brother—or even his "PR Counsel."

—S .M. Vinocour

BATTLE FOR THE MIND

By William Sargant, *Doubleday,* Garden City, 1957. 263 pages, $4.50.

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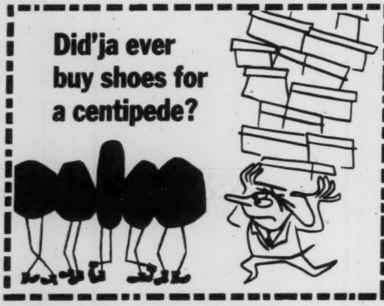
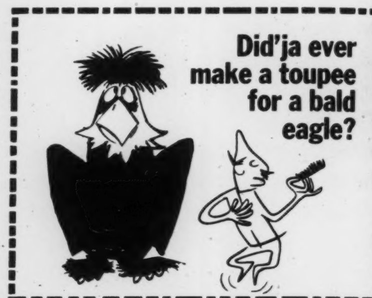
THIS HIGH NAME—PUBLIC RELATIONS AND THE U. S. MARINE CORPS

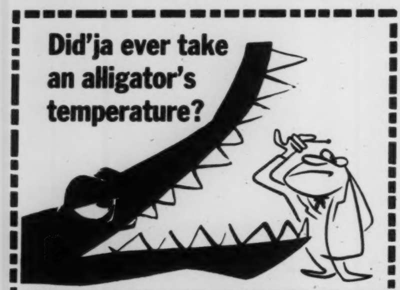
By Robert Lindsay, *The University of Wisconsin Press,* Madison, 1956. 101 pages. $1.75.

Readers of **pr** will recall the article in the January, 1956 issue, "U. S. Marines: PR Situation Well in Hand," by Mr. Lindsay. This book length account of Marine Corps PR from 1776 on will interest not only the military student, but all concerned with the history of public relations itself.

save time . . . save money
help more people . . .
save more lives . . .







let's face it...

it's much easier

to give

the UNITED WAY

Give The UNITED Way